

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Boyd Converting Co

Massachusetts Manufacturing Extension Partnership

Boyd Converting Company Becomes a Lean Enterprise

Client Profile:

Boyd Converting Company, Inc. is a manufacturer of non-woven and specialty paper products, and also provides converting services for very technical applications. Founded in October 1979 in South Lee, Massachusetts, the company employs 79 people.

Situation:

To support the drive for continuous improvement, create capacity for the current level of sales growth, and meet high customer expectations, Boyd Converting Company (Boyd) is applying many of the lean enterprise methodologies into its business processes. By expanding its understanding and application of lean manufacturing, the company will be able to improve production lead-time, inventory levels, floor space utilization, equipment and process change over times, and overall productivity. Boyd Converting Company is working with the Massachusetts Manufacturing Extension Partnership (MassMEP), a NIST MEP network affiliate, on the transition to lean manufacturing.

Solution:

MassMEP's latest project with Boyd was a lean implementation project in a pilot area on the shop floor. This project included training in lean concepts, value stream mapping, and kaizen implementation methods. Working with MassMEP, Boyd employees documented (or "mapped") every step of the manufacturing process in the pilot area. They then analyzed the map to identify waste, inefficiency, and bottlenecks. The team discovered an opportunity to optimize the flow of the line's cellular manufacturing model, and developed an action plan to achieve specific improvement goals. MassMEP led a kaizen implementation event to quickly make the targeted changes. As a result, Boyd has a cleaner, safer workspace and has increased cell capacity by 42 percent.

Results:

- * Increased cell capacity by 42 percent.
- * Improved cell throughput by 53 percent.
- * Decreased waste in cell 35 percent.
- * Reduced travel for change parts by 50 percent.
- * Reduced travel within the cell by 45 percent.
- * Removed unnecessary items from production floor.
- * Maintained clean and organized cell.

Testimonial:

"The Massachusetts Manufacturing Extension Partnership provided the leadership skills and direction to implement the Boyd Converting Company plan to transition its manufacturing plant to a lean facility. They provided the foundation for Boyd personnel to implement problem solving as teams. We found

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them very easy to work with and have the hope that we will bring them back as our plan matures and have them assist getting us to the next level."

Bronly Boyd, President